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Examining the interconnected dynamics of organizational citizenship behavior, work ethics and employees' grit

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ABSTRACT

This study explored how organizational citizenship behavior influences grit and work ethics. A thorough literature review was conducted to provide a deeper understanding of the concepts central to the research. Using a correlational research design, the study focused on the employees of Divine Word College of Laoag. Data were collected through validated research questionnaires, with analysis conducted using weighted means and Pearson r correlation. The results revealed no significant relationship between organizational citizenship behavior and grit, but a strong positive correlation was found between work ethics and grit. Based on these findings, the study suggests that future research should expand the population and explore additional variables that may impact grit.

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Introduction

Organizational performance and competitiveness are influenced by a variety of factors. In today's challenging economic environment, with an increasing number of new businesses emerging,

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organizations face greater pressure to remain strong and competitive. This has prompted leaders to closely examine the many factors that contribute to an organization's survival. Traditionally, managers have viewed sufficient capital and employees' knowledge and skills as the primary contributors to performance. However, in today's landscape, these factors are no longer the only key elements driving organizational success. Management must broaden their analysis to include various aspects of human behavior that can enhance employee performance.

Organizational and employee performance are deeply interconnected. Employees' work performance directly impacts organizational productivity (Brewer, 2008; Tarmidi & Arsjah, 2019; Nyati & Kekwaletswe, 2022). Individual performance, in turn, is influenced by personal employee characteristics such as organizational citizenship behavior (OCB), work ethics, and grit. Research has shown a clear link between individual work performance and OCB (Skarlicki & Latham, 1995; Mallick et al., 2020; Yaakobi & Weisberg, 2020; Fan et al., 2023), as well as between work ethics and performance (Abun et al., 2022; Osibanjo et al., 2015; Alvarado & Padilla, 2022). Recent studies also highlight the connection between employees' grit and performance (Donita et al., 2021; Yaure et al., 2021; Vinson et al., 2022).

Building on these findings, the current study seeks to explore the dynamics between organizational citizenship behavior, work ethics, and employees' grit. To date, no research has been conducted on this topic within the institutional context or beyond. The results of this study could help the institution design training and development programs aimed at enhancing employees' grit through targeted organizational citizenship behavior and work ethics training.

The study is structured into five sections: introduction, literature review, research methodology, data presentation and analysis, and results and discussion.

Literature review

The concept of organizational citizenship behavior

The concept of organizational citizenship behavior (OCB) has its origins in political philosophy, particularly the notion of "citizenship," which comes from political philosophy and related disciplines (Graham, 1991). As cited by Aristotle (1941), Cary (1977), and Inkeles (1969), citizenship involves three key responsibilities: obedience, loyalty, and participation. In this context, citizenship behavior within an organization is seen as equivalent to these civic duties. Obedience entails respecting organizational structures and processes, while loyalty goes beyond mere compliance to include an active concern for the broader organization, its reputation, and its values. Loyalty encourages actions such as contributing to the organization without compensation, safeguarding its reputation, and cooperating with others for collective goals. Participation refers to involvement in governance, where, according to Aristotle, a good citizen both follows and helps shape laws to meet new societal needs. This concept expands to include activities like dedicating time to governance, sharing ideas, and engaging in discussions on social issues affecting the organization (Graham, 1991). Inkeles (1969) adapted these categories for the organizational setting, classifying OCB into three main components:

organizational obedience, organizational loyalty, and organizational participation.
Organizational obedience involves adhering to structures, job descriptions, and policies. It emphasizes following rules, being punctual, and managing organizational resources responsibly. Organizational loyalty signifies identification with the organization and its leadership, surpassing self-interest to include defending the organization, promoting its reputation, and collaborating to achieve common goals. Organizational participation requires active involvement in the organization's governance, such as attending voluntary meetings, sharing ideas, and supporting diverse viewpoints to avoid groupthink (Inkeles, 1969).

Building on this political philosophy framework, early researchers like Bateman & Organ (1983) and Smith et al. (1983) aligned OCB with these concepts, describing it as behaviors that go beyond formal role requirements for the benefit of the organization. A good organizational citizen, therefore, not only follows rules but also participates in non-required activities, contributes to discussions, and defends the organization from negative influences. These behaviors resonate with Katz's (1964) framework, which identified three essential behaviors for organizational functioning: entering and staying within the system, reliably fulfilling role requirements, and engaging in spontaneous actions that exceed job descriptions. Katz (1964), as cited by Smith et al. (1983), emphasized that cooperation, helpfulness, and altruism are vital for organizational success, and these behaviors are often driven by informal organizational dynamics (Roethlisberger & Dickson, 1964).

Since OCB's introduction, research has sought to identify its common dimensions, with more recent studies focusing on loyalty and participation, reflecting the political philosophy's emphasis on these aspects (Graham, 1991). Early studies, including those by Smith, Organ, and Near (1983) and Bateman and Organ (1983), identified two main dimensions of OCB: altruism and general compliance. Organ (1988) and others, including Wang et al. (2013), expanded on this by defining five OCB dimensions: conscientiousness, sportsmanship, civic virtue, courtesy, and altruism. Sportsmanship refers to maintaining a positive attitude despite challenges (Wang et al., 2013, cited by Abun et al., 2021), while conscientiousness involves being mindful of one's actions and their consequences (Psychologist World, n.d., cited by Abun et al., 2021). Civic virtue involves voluntary participation in organizational activities and discussions for the benefit of the organization (Organ, 1988; Abun et al., 2021). Courtesy refers to respectful and considerate behavior toward others (Organ, 1988), and altruism encompasses a selfless willingness to help others (Organ, 1988).

Podsakoff et al. (2000) identified seven dimensions of OCB, encompassing the previous ones while adding helping behaviors, organizational compliance, individual initiative, and self-development. Despite the variety of dimensions identified by researchers like Inkeles (1969), Organ and Near (1983), Bateman and Organ (1983), Organ (1988), and Podsakoff et al. (2000), Fox and Spector (2002) proposed a more unified perspective, summarizing these dimensions into a single category: altruistic behavior. This includes not only helping others but also contributing to the organization, thereby encapsulating the core behaviors identified by Organ (1988) and Podsakoff et al. (2000).

The philosophy of work

Work ethics are deeply connected to one's attitude toward work, which is influenced by the underlying philosophy of work. Work, in this context, refers to both physical and mental efforts directed toward achieving a purpose. This broad understanding is presented in various definitions, including those from Dictionary.com and the Free Dictionary, which describe work as a form of activity involving effort aimed at producing results. Likewise, the Britannica encyclopedia highlights the essential function of work to bring about change, underscoring its physical and mental dimensions. However, these definitions do not delve into the underlying purpose of work, prompting a look at philosophical perspectives on why people work.

Plato, for example, viewed work as inherently tied to the welfare of society and personal growth. In his model, citizens were assigned work based on their natural capabilities, contributing both to the city-state and to the improvement of their own lives. Plato's philosophy suggests that work serves a dual purpose: fostering social change while enabling personal development. This notion stands in contrast to more utilitarian and capitalist views, which often see work primarily as a means to personal gain or societal obligation. Under such frameworks, work becomes a commodity, valued for its ability to produce wealth or maintain societal order, often leaving little room for considering its role in human self-perfection.

This more transactional view of work, particularly in capitalist and totalitarian systems, reduces the human experience of work to its utility as a paycheck or a social function, as discussed by thinkers like Little (1948) and Richard (1998). For many, this view fosters job dissatisfaction and distorted working conditions. Work is then perceived simply as a way to earn a living, rather than as an opportunity for personal growth or contribution to the common good.

Schwartz (1982) critiques this utilitarian notion, pointing out that seeing work solely as a means to financial reward distorts both individual and organizational expectations. It leads to the erroneous belief that employees are only motivated by pay, neglecting intrinsic motivation and the deeper value of work. This false view of work is perpetuated by many management practices, reinforcing the cycle of employee dissatisfaction and disengagement (Nesterak, 2022).

In contrast, Little (1948) offers a more holistic view of work, defining it in both narrow and broad terms. In its narrow sense, work is physical labor, while in its broader sense, it is the deliberate transformation of matter for the benefit of others. He asserts that work should not merely be a means of earning wages but an opportunity for individuals to contribute to society through their labor and, more importantly, to achieve personal self-perfection. Work, in this view, becomes a way to develop and express one's rational nature and to contribute meaningfully to the world.

The concept of work as a means of self-perfection, rather than just a societal or financial obligation, is further supported by Aristotle, who argued that work allows individuals to realize their rational potential. By engaging in meaningful work, humans can exercise their rational capacities, developing themselves in ways that transcend mere survival or social obligation (Clark, 2017; Elster, 1989; Sayers, 2005).

Thus, work ethics, when grounded in the philosophy of work, transcend the pursuit of monetary gain. Instead, work becomes a vehicle for personal growth, contributing to both the individual and society in a profound and meaningful way. This understanding challenges conventional views of work as a commodity and calls for a broader recognition of its intrinsic value.

The concept of work ethics

Understanding the philosophy of work helps us comprehend work ethics. Philosophically, work is a physical and mental effort, and it is not merely an obligation to society or an instrument to earn a living, but rather a means for self-perfection. According to philosophy, man and work are inseparable; work is an integral part of humanity because it is inherent to human nature. By nature, humans are meant to be workers as part of their natural purpose (Little, 1948). Work should not be merely associated with employment or a means of making a living; it is the essence of human life.

Drawing from this foundational philosophical view of work, work ethics have been defined in various ways by different researchers, with different emphases. Bazzy (2018) defines work ethics as "an individual's attitude toward work and effortful activities." However, this definition does not specify the attitudes toward work or the purpose of effortful activities. This ambiguity is addressed by Bouma (1973) and Nelson (1973), who define work ethics as "a belief in the value and importance of work for its own sake." Based on this definition, the purpose of work is intrinsic and not for any external reward, because work is an essential part of human existence. This definition aligns with the philosophy of work, emphasizing that work is natural and inherent to human nature.

Lessnoff (1994) defines work ethics as "a complete and relentless devotion to one's economic role on earth." This definition suggests that work fulfills the "homo economicus" (economic man) nature of human beings (Petrovic, 2008). The homo economicus theory posits that humans are rational beings who make decisions to pursue wealth for their self-interest (Efeoğlu & Çalışkan, 2018). In this context, economic production becomes the defining factor of an individual or society (Petrovic, 2008). This concept is not necessarily in contradiction with the philosophy of work as a part of human nature and a means for self-perfection. According to Cholbi (2022), the purpose of rational power is to transform matter into goods that have objective value, suggesting that work allows humans to realize their nature as rational beings through creativity and activity. Many studies have explored the effect of work ethics on outcomes. Bazzy (2016) pointed out that work ethics, particularly hard work, is associated with success. This finding was echoed in earlier research by Mudrack (1997), which concluded that individuals who hold strong work ethics tend to be more committed, satisfied, and engaged in their jobs. Similarly, Marri et al. (2012) found that work ethics are significantly correlated with organizational commitment and turnover intention. Other studies by Ud Din et al. (2019), Athar et al. (2016), Udin et al. (2022), Aflah et al. (2021), Salahuddin (2011), and Salahuddin et al. (2016) support the view that work ethics impact job performance, job satisfaction, and organizational commitment.

The confusion between the philosophy of work and work ethics has led to ambiguity regarding the

dimensions of work ethics that should be measured. There has been a debate among researchers about whether work ethics is a multidimensional or single-dimensional construct. Miller (2002) argues that work ethics is a multidimensional construct, composed of work-related activity, attitudes and beliefs, and motivation, which are reflected in behavior. According to Miller, work ethics is secular and does not refer to any specific job or behavior, nor does it reflect religious beliefs and values. Similarly, Bazzy (2018) views work ethics as a multidimensional construct, consisting of two dimensions: hard work and self-reliance. Van Ness et al. (2010) propose a broader definition, considering work ethics as a multidimensional construct that includes seven dimensions: self-reliance, morality/ethics, leisure, hard work, the centrality of work, waste of time, and delay of gratification.

However, Sharma and Rai (2015) reject the multidimensional measures of work ethics, arguing that these dimensions lack rigorous validity assessment and are based only on the Protestant work ethic construct, which contradicts the secular nature of work ethics. Therefore, they proposed a single-dimensional construct of work ethics, which includes three components: work centrality, moral approach to work, and intrinsic work motivation. Although these components may appear as separate dimensions, they are treated as a unified construct called the "work ethics dimension," which encompasses attitudes toward work, moral attitudes, and motivation for work. Sharma and Rai (2015) successfully developed a 10-item work ethics scale, which underwent convergent and discriminant validity testing.

In the current study, we adopt the single-dimensional construct proposed by Sharma and Rai (2015), as it aligns with the philosophy of work, which emphasizes the attitude toward work. We will use the 10-item Work Ethics Scale developed by Sharma and Rai (2015), as it has undergone validity testing and is free from religious bias.

The concept of grit

Organizational performance is influenced by various factors, both internal and external. External environmental factors, such as the dynamic and competitive market situation, can affect an organization’s ability to operate and achieve its long-term objectives (Fernandez-Araos, 2014). Internal factors, including leadership and employer-employee relationships, can significantly influence employees' performance. Employee performance is not solely dependent on knowledge, skills, and motivation; it also relies on grit (Zyl et al., 2022; Lee, 2022; Chandrawaty & Widodo, 2020). Studies have also indicated that grit is influenced by other factors such as leadership (Rego et al., 2021) and a supportive environment (Chuented et al., 2023). This suggests that an individual's ability and determination to consistently and persistently carry out their duties and responsibilities, even in the face of challenges, depend on various external factors.

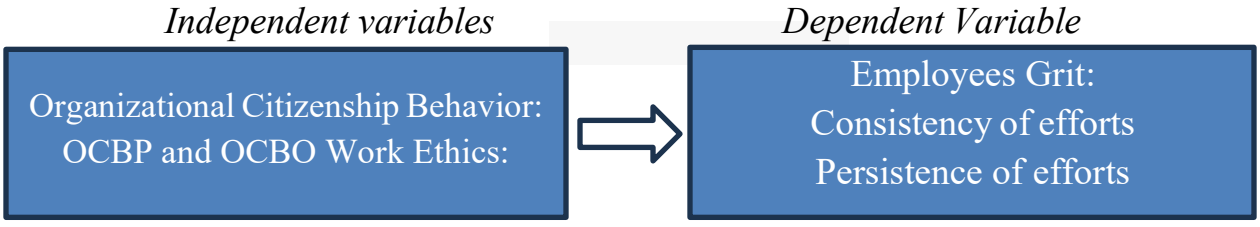
Grit has become a popular research topic in psychology, with many studies conducted over the past decade. It was first introduced in 2007 and defined as a combination of perseverance and passion to achieve long-term goals (Duckworth et al., 2007). It explains how an individual’s passion for achieving long-term objectives is demonstrated through sustained interest and persistence. Interest and persistence are shown through behaviors that remain focused on a goal, even when other goals or

projects seem appealing. In other words, someone commits to a chosen goal or project consistently over time (Datu, 2021). Psychologists view grit as a non-cognitive trait that reflects the consistency of an individual's interest and the persistence of their efforts to achieve their goals, even during challenging times. It differs from other psychological traits such as conscientiousness, resilience, work ethics, need for achievement, industriousness, hardiness, and self-control (Duckworth et al., 2007; Jordan et al., 2019; Meriac et al., 2015, as cited by Febriawan & Maulina, 2019).

Duckworth et al. (2007) identified two dimensions of grit: consistency of interest and persistence of effort. Consistency of interest refers to the ability to maintain focus on a particular interest over time (Duckworth & Quinn, 2009). It is the capacity to avoid distractions and stay committed to a specific goal until it is achieved (Datu et al., 2017). Persistence of effort refers to the ability to demonstrate diligence in pursuing goals, even when faced with challenges (Eskreis-Wink et al., 2016). This involves not giving up on the goal. As Datu et al. (2017) described it, persistence is the willingness to stay the course and remain committed to achieving the goal despite obstacles. Although a recent study by Febriawan and Maulina (2019) proposed three dimensions of grit— consistency of effort, persistence of effort, and adaptability—this study adopts the original two dimensions proposed by Duckworth et al. (2007): consistency and persistence. The rationale for this choice is that adaptability does not imply abandoning or changing the objective; rather, it reflects flexibility in the strategies used to achieve the same goal. One can remain flexible in how they approach the goal, while still demonstrating consistent and persistent effort toward its achievement.

The relationship between grit and success has yielded mixed results. Duckworth et al. (2007), Duckworth and Quinn (2009), and Akos and Kretchmar (2017) all recognized that success in attaining long-term goals is not solely attributable to talent or IQ; grit is significantly associated with achieving difficult goals and academic performance. A recent study by Robbins (2022) supported earlier findings, indicating that sustained effort and hard work, despite setbacks or failures, contribute to academic success. However, more recent studies in academic settings have demonstrated that grit is not a major contributor to academic performance (Bazelais et al., 2016; Tang et al., 2021; Christopoulou et al., 2018). While these studies acknowledged grit's contribution, it was found to be weak to moderate. These conflicting results suggest that grit is not a consistent or sole predictor of academic performance.

Conceptual framework



Source: Spector and Fox (2002), Sharma and Rai (2015) and Duckworth, et al. (2007).

Figure 1: The figure describes the interconnected dynamics of organizational citizenship behavior, work ethics and employees' grit. The framework indicates that OCB and work ethics affect the

employees' grit.

Statement of the problems

The study aimed to examine the interconnected dynamics of organizational citizenship behavior, work ethics and grit. It specifically seeks to answer the following questions:

1. **What is the organizational citizenship behavior of employees in terms of:**
   a. **OCBP**
   b. **OCBO**

2. **What is the Work ethic of the employees?**

3. **What is the grit of employees in terms of**
   a. **Consistency of effort**
   b. **Persistence of effort**

4. **Is there a relationship between organizational citizenship behavior and employees' grit?**

5. **Is there a relationship between work ethics and employees' grit?**

Assumption

The study assumes that organizational citizenship behavior and work ethics are important elements in influencing employees' spirit to be consistent and persistent in their efforts to achieve long-term objectives.

Hypothesis

Organizational citizenship behavior and work ethics play important roles in developing employees' grit. Thus, there are two hypotheses to be examined:

H1: There is a relationship between organizational citizenship behavior and grit. H2: There is a relationship between work ethics and employees' grit.

Research methodology

This study employs a quantitative research design, specifically utilizing both descriptive and correlational approaches. The research was conducted at Divine Word College of Laoag, with the employees of the institution serving as the study's population. Data were collected using questionnaires, and both descriptive and inferential statistics—specifically the weighted mean and ANOVA—were applied for data analysis. To facilitate data collection, the researcher obtained approval from the President of the institution through a formal request letter to distribute the questionnaires, with data collection carried out by designated employee representatives. Given that the study does not involve sensitive human issues, the ethical review was waived.

The following ranges of values with their descriptive interpretation will be used:

Statistical Range	*Descriptive Interpretation*
4.21-5.00	*Strongly Agree/Very High*
3.41-4.20	*Agree/High*
2.61-3.40	*Somewhat Agree/Moderate*
1.81-2.60	*Disagree/Low*
1.00-1.80	*Strongly Disagree/Very Low*

Data presentation and analysis

The study aimed to examine the interconnected dynamics of organizational citizenship behavior, work ethics and grit. It specifically seeks to answer the following questions:

Problem 1: What is the organizational citizenship behavior of employees in terms of:

a. OCBP

b. OCBO

Table 1: Organizational citizenship behavior

Indicator	**Mean**	**Descriptive Interpretation**
OCBP		
Lent a compassionate ear when someone has a work problem	3.67	*Agree/High*
Lent a compassionate ear when someone has a personal problem	3.65	*Agree/High*
Change vacation schedules, workdays, or shifts to accommodate co-workers' needs	3.60	*Agree/High*
Help a less capable co-worker lift a heavy box or other objects	3.64	*Agree/High*
Went out of the way to encourage co-workers or express appreciation	3.65	*Agree/High*
Defended co-worker who was being 'put down" or spoken ill by other co-workers or supervisors	3.59	*Agree/High*
Help co-workers with personal matters such as sharing food or drinks	3.66	*Agree/High*
Lent money or personal property to a co-worker	3.71	*Agree/High*
Composite Mean	**3.64**	***Agree/High***
OCBO		
Help new employees get oriented to the job.	3.72	*Agree/High*
Offered suggestions to improve how work is done	3.75	*Agree/High*
Volunteered for extra work assignments	3.67	*Agree/High*
Said good things about your employer in front of others	3.77	*Agree/High*
Said good things about your school in the community outside the school	3.73	*Agree/High*
Give up meals and other breaks to complete the work	3.69	*Agree/High*
Offered suggestions for improving the work environment	3.77	*Agree/High*
Came in early or stayed late without pay to complete a project or task	3.67	*Agree/High*
Composite Mean	**3.72**	***Agree/High***
Overall Mean	**3.68**	***Agree/High***

Source: Specter and Fox (2002)

Legend:

Statistical Range	*Descriptive Interpretation*
4.21-5.00	*Strongly Agree/Very High*
3.41-4.20	*Agree/High*
2.61-3.40	*Somewhat Agree/Moderate*
1.81-2.60	*Disagree/Low*
1.00-1.80	*Strongly Disagree/Very Low*

The data presented in the table reveal that the organizational citizenship behavior (OCB) of employees, both in terms of OCBP (Organizational Citizenship Behavior towards Persons) and OCBO (Organizational Citizenship Behavior towards the Organization), is rated at an impressive overall mean of 3.68, which falls within the "agree" or "high" category. This rating suggests that while the employees' OCBP and OCBO are not exceedingly high, they are certainly above average, indicating a positive but balanced commitment to these behaviors.

When broken down further, both dimensions reflect the same high level of engagement. Regarding OCBP, employees show a strong willingness to listen to their colleagues' work and personal problems, offering help, even going as far as lending money when necessary. In terms of OCBO, they demonstrate their commitment to the organization by volunteering to take on extra assignments without compensation, assisting new employees in getting oriented, dedicating personal time to complete tasks, and speaking positively about the organization and its leadership. These behaviors, though not formally mandated by the organization, are entirely voluntary, driven by personal discretion, and contribute significantly to the organization's overall success (Lilly, 2016; Anderson, 2017; Wilhelm, et al., 2024; Zhang, et al., 2011). Research has consistently shown that such citizenship behaviors have a positive influence on both individual and organizational performance (Hasani, et al., 2013; Notanubun, 2020; Podsakoff & MacKenzie, 1997).

Problem 2: What is the Work ethics of the employees?

Table 2: Work ethics

Indicator	**Mean**	**Descriptive interpretation**
ATW		
I consider my occupational career to be one of the most important activities in my life	4.11	*Agree(A)/High*
I believe that a person is known in society by the work he does	3.87	*A/High*
I believe that one's work provides the best source of achieving perfection in life.	4.09	*A/High*
Even if I don't have to work to earn a living, I would still prefer to continue working.	4.23	*SA/VH*
I believe that work provides a powerful channel to express one's knowledge, ability and creativity.	4.29	*SA/Very High*
Composite Mean	**4.12**	***Agree/High***
MAW		
Even in this fast-changing world, sincerity, hard work and integrity continue to be the golden keys to success in one's work life.	3.80	*Agree/High*

I feel a moral obligation to give a full day's work for a full day's pay.	4.12	*Agree/High*
I believe that one should never be last for work unless there is some real emergency	4.21	*SA/Very High*
Composite Mean	**4.04**	***Agree/High***
WM		
I believe that a job well done is a reward in itself	4.37	*SA/Very High*
I welcome jobs that involve greater responsibility and challenge as they contribute to my learning and growth.	4.35	*SA/Very High*
Composite Mean	**4.36**	***SA/Very High***
Overall Mean	**4.17**	***Agree/High***

Source: Sharma & Rai, 2015

The data in the table indicates that the overall work ethics of employees received an impressive mean rating of 4.17, categorized as "agree/high." This suggests that while the work ethics of employees are not at the extreme ends of very high or very low, they are considered high. When broken down by dimension, all three components—attitude toward work, moral attitude toward work, and work motivation—reflect similar high ratings.

Regarding their attitude toward work, employees express that their jobs are not only important for personal recognition within society but also serve as a platform to apply their knowledge, skills, and creativity. In terms of moral attitude, employees strongly believe that values such as sincerity, honesty, hard work, and integrity are essential for career success, and they view it as a moral duty to work before receiving compensation. When it comes to work motivation, employees agree that the satisfaction of a job well done is a reward in itself, and they are open to taking on roles with greater responsibility and challenge.

Work ethics are often regarded as personal values that influence how individuals approach their tasks. Employees who possess a strong work ethic tend to be more motivated and committed than those who lack such values (Lysova, et al., 2023).

Problem 3. What is the grit of employees in terms of

- ***a. Consistency of effort***
- ***b. Persistence of effort?***

Table 3: Grit

Indicator	**Mean**	**Descriptive Interpretation**
Consistency of effort		
I often set a goal and choose to pursue it	3.67	*Agree/High*
I pursue new ideas and projects despite distractions.	3.67	*Agree/High*
I have been obsessed with a certain idea or project for a short time	3.57	*Agree/High*
I maintained my focus on projects that took more than a few months to complete	3.64	*Agree/High*
Composite Mean	**3.64**	***Agree/High***

Persistence of effort		
I finish whatever I begin	4.25	*SA/Very High*
Setbacks don't discourage me	3.96	*Agree/High*
I am a hard worker	4.18	*Agree/High*
I am diligent.	4.23	*SA/Very High*
Composite Mean	**4.16**	***Agree/High***
Overall Mean	**3.90**	***Agree/High***

Source: **Duckworth, et al. (2007).**

The data in the table reveals that employees' overall grit, as measured by consistency of effort and persistence despite setbacks, received a mean rating of 3.90, categorized as "agree/high." This suggests that, while employees' grit is not at the extreme ends of very high or very low, it is considered high overall. Both dimensions—consistent effort and persistent effort—are rated similarly, indicating a strong level of grit.

Regarding consistent effort, employees agree that they set goals and remain committed to pursuing them despite distractions. Similarly, in terms of persistence, they agree that they demonstrate diligence and hard work, consistently finishing what they start. Grit, defined as the combination of passion and perseverance toward long-term goals despite challenges, is recognized as a key personality trait (Tang, et al., 2019; Datu, et al., 2024). Several studies have highlighted that grit plays a significant role in enhancing engagement, resilience, and performance (Hodge, et al., 2017; Sanguras, 2022; Jiang, et al., 2021).

Problem 4. Is there a relationship between organizational citizenship behavior (OCB) and employees' grit?

Table 4: Correlation

			Consistency of Effort	Persistence of Effort	Overall Grit
Organizational Citizenship Behavior	OCBP (OCB towards people)	Pearson correlation	.052	-.135	-.055
		Sig. (2-tailed)	.526	.099	.506
	OCBO (OCB towards organization)	Pearson correlation	.013	-.115	-.065
		Sig. (2-tailed)	.876	.160	.430
	Overall OCB	Pearson correlation	.034	-.131	-.062
		Sig. (2-tailed)	.678	.11	.450

Source: SPSS

The table presents the correlation analysis assessing the relationship between different dimensions of Organizational Citizenship Behavior (OCB)—specifically OCB directed toward people (OCBP), OCB directed toward the organization (OCBO), and overall OCB—and employees' grit, measured through consistency of effort, persistence of effort, and overall grit.

The results reveal weak and statistically non-significant correlations across all dimensions. For OCB directed toward people (OCBP), the correlations with the consistency of effort (r = 0.052, p = 0.526), the persistence of effort (r = -0.135, p = 0.099), and overall grit (r = -0.055, p = 0.506) are minimal and not significant. Similarly, OCB directed toward the organization (OCBO) shows weak correlations with consistency of effort (r = 0.013, p = 0.876), persistence of effort (r = - 0.115, p = 0.160), and overall grit (r = -0.065, p = 0.430). When considering overall OCB, the correlations remain weak and non-significant with consistency of effort (r = 0.034, p = 0.678), persistence of effort (r = -0.131, p = 0.110), and overall grit (r = -0.062, p = 0.450).

These findings imply that OCB, whether directed toward individuals or the organization, does not appear to significantly influence employees' levels of grit, including both their consistency and persistence of effort. This suggests that while OCB may foster a positive work environment and collaborative behaviors, it does not necessarily impact employees' sustained passion or perseverance for long-term goals (grit). Organizational strategies aimed at enhancing employees' grit might therefore benefit from focusing on other factors, such as personal development programs, goal-setting support, and resilience training, rather than relying on OCB-driven initiatives alone.

Problem 5. Is there a relationship between work ethics and employees' grit?

Table 5: Correlation

			Consistency of effort	Persistence of effort	Overall grit
Work ethics	Attitude towards work	Pearson correlation	.076	.071	.089
		Sig. (2-tailed)	.356	.385	.279
	Moral attitude towards work	Pearson correlation	.066	.128	.120
		Sig. (2-tailed)	.423	.118	.145
	Work motivation	Pearson correlation	.155	.191*	.210*
		Sig. (2-tailed)	.058	.019	.010
	Overall	Pearson correlation	.128	.168*	.181*
		Sig. (2-tailed)	.118	.039	.027

The table displays the correlation analysis examining the relationship between various dimensions of work ethics—specifically attitude toward work, moral attitude toward work, work motivation, and overall work ethics—and employees' grit, as measured by consistency of effort, persistence of effort, and overall grit.

The results show varying degrees of correlation between work ethics and grit. For attitude toward work, the correlations with consistency of effort (r = 0.076, p = 0.356), persistence of effort (r = 0.071, p = 0.385), and overall grit (r = 0.089, p = 0.279) are weak and statistically non-significant.

Similarly, moral attitude toward work exhibits weak correlations with consistency of effort (r = 0.066, p = 0.423), persistence of effort (r = 0.128, p = 0.118), and overall grit (r = 0.120, p = 0.145), all of which are also non-significant.

In contrast, work motivation shows stronger and statistically significant correlations with persistence of effort ($r = 0.191$, $p = 0.019$) and overall grit ($r = 0.210$, $p = 0.010$). The correlation with consistency of effort is moderate ($r = 0.155$, $p = 0.058$), approaching significance. This suggests that work motivation is a key factor positively associated with employees' grit, particularly in terms of persistence and overall long-term effort.

When considering overall work ethics, the correlation with the persistence of effort ($r = 0.168$, $p= 0.039$) and overall grit ($r = 0.181$, $p = 0.027$) are statistically significant, indicating that employees' overall work ethics have a moderate positive impact on their grit. However, the correlation with consistency of effort is weaker ($r = 0.128$, $p = 0.118$) and not statistically significant.

Discussion

The study aimed to explore the impact of organizational citizenship behavior (OCB) on employees' grit and work ethics. The results reveal an interesting finding: while employees demonstrate high levels of OCB, it does not significantly influence their grit. This suggests that efforts to enhance employees' grit should not rely on fostering organizational citizenship behavior alone. Instead, other organizational factors should be explored to strengthen employees' perseverance and passion. Given this outcome, it may be more productive to flip the question— rather than examining how OCB affects grit, future studies could focus on how grit influences OCB. Previous research has suggested that grit can positively affect OCB (Arifin, et al., 2019; Lee, et al., 2018; Puteri & Arifin, 2020), reinforcing this alternative perspective.

Regarding the relationship between work ethics and employees' grit, the analysis shows mixed results. While no significant correlation was found between attitude toward work or moral attitude toward work and grit, a clear connection was observed between overall work ethics and grit. Specifically, work motivation and the broader ethical work environment are significantly related to grit, particularly in terms of persistence and sustained effort. This suggests that fostering strong work motivation—through practices like goal-setting, recognition, and career development opportunities—can play a crucial role in cultivating grit. In turn, this can help employees remain focused and determined in pursuing long-term goals despite setbacks (Serang, et al., 2024).

The findings hold both theoretical and practical implications. Theoretically, they align with Duckworth and Seligman’s (2005) grit theory, which emphasizes grit as a key driver of success. Additionally, they highlight the importance of work ethics in shaping employee resilience and determination (Elliethey, et al., 2024; Swazan & Youn, 2023). From a practical standpoint, these findings suggest that organizations should consider integrating grit into their hiring processes, assess employees' grit alongside their work ethics, and reward those who demonstrate high levels of grit. Constructive feedback can also help nurture and strengthen employees' grit, leading to better performance and persistence over time.

Conclusion

This study examined the correlation between organizational citizenship behavior (OCB) and grit, as well as between work ethics and grit. The results indicated that employees exhibited high levels of both OCB and work ethics. However, the analysis revealed no significant relationship between OCB and grit, while a significant relationship was found between work ethics and grit.

The study acknowledges its limitation due to the sample being confined to the employees of Divine Word College of Laoag. Therefore, future research should expand the sample size to include a broader population and explore additional factors that may influence the relationship between OCB and grit, as well as work ethics and grit.

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